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Green Human Resource Management and Employee Eco-Behaviour in Eco-Resorts: Testing the Mediating Role of Organisational Environmental Culture

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Abstract
This study investigates the complex structural and psychological mechanisms that translate Green Human Resource Management (GHRM) into employee eco-behavior and organizational environmental performance within eco-resorts. Grounded in the Ability-Motivation-Opportunity (AMO) framework and Affective Events Theory, this research proposes and tests a dual-path sequential mediation model. Utilizing a quantitative cross-sectional design, data collected from 350 full-time eco-resort employees were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The empirical results confirm that GHRM acts as a robust catalyst, significantly enhancing both organizational environmental culture and green human capital. Crucially, the findings reveal that GHRM exerts no direct effect on environmental passion, indicating that formal HR policies are emotionally sterile in isolation. Instead, affective activation requires full mediation; passion is only ignited through a supportive green culture and the cognitive empowerment of human capital. Ultimately, this sequential transmission—from HR policies to culture, capability, passion, and behavior—significantly elevates macro-level environmental performance. This study provides critical insights for regenerative tourism, demonstrating that environmental excellence requires holistically engineering an organization's cultural and cognitive ecosystem.

Keywords: Green Human Resource Management; Employee Eco-Behavior; Organizational Environmental Culture; Environmental Passion; Eco-Resorts.

INTRODUCTION

The paradigm of hospitality is undergoing a profound transition from mere sustainability to regenerative tourism, in which operational frameworks are designed to restore rather than merely preserve ecological systems. Within this trajectory, eco-resorts emerge as critical nodes of destination development. However, the efficacy of such establishments relies primarily on the continuous, environmentally oriented actions of the workforce. Environmental performance within these specialized accommodations is intrinsically linked to the collective expression of employee eco-behaviour (EEB).

Cultivating spontaneous and task-related pro-environmental actions requires systemic organizational intervention, particularly through Green Human Resource Management (GHRM). Extant empirical evidence underscores the centrality of GHRM in shaping environmental

outcomes (S. Kaur et al., 2025; Nguyen et al., 2025). By embedding ecological priorities into recruitment, appraisal, and reward mechanisms, organizations signal their normative expectations, thereby fostering a pervasive organizational environmental culture (Hyeonji Kim & Yeonu Lee, 2026). Despite a burgeoning consensus on the positive correlation between GHRM and eco-behavior (Chouhan, 2025; Ataul Karim Patwary et al., 2023), the precise psychological and structural mechanisms that facilitate this translation remain inadequately synthesized.

Theoretical elucidation of these mechanisms can be grounded in the Ability-Motivation-Opportunity (AMO) framework (Appelbaum et al., 2000) and Social Exchange Theory (Blau, 1964). Through the lens of the AMO framework, GHRM provisions the requisite 'Ability' by developing green human capital (Ogiemwonyi et al., 2023) and constructs the 'Opportunity' through an entrenched environmental culture. Simultaneously, Social Exchange Theory posits that when employees perceive robust organizational support for the environment, reciprocal obligations manifest as proactive environmental engagement (Agmapisarn & Khetjenkarn, 2025). However, current models frequently operationalize these pathways in isolation, often prioritizing cognitive or structural antecedents while marginalizing the affective dimensions of ecological engagement, such as environmental passion (Umair et al., 2025).

A critical gap persists in understanding how macro-level human resource policies simultaneously activate cognitive capabilities and emotional resonances to drive behavioral change. Prior investigations have predominantly conceptualized mediation as a single psychological climate (Chouhan, 2025; Nguyen et al., 2025). The current investigation addresses this conceptual fragmentation by articulating a dual-path sequential mediation model. It postulates that GHRM systematically cultivates an organizational environmental culture, which subsequently bifurcates into cognitive enhancements—specifically green human capital—and affective responses, namely environmental passion.

Consequently, the primary objective of this inquiry is to empirically validate a comprehensive structural model that captures the complex interplay among GHRM, organizational culture, green human capital, environmental passion, and employee eco-behaviour within the eco-resort sector. Furthermore, the analysis extends beyond individual behavioral metrics to evaluate the ultimate impact on aggregate environmental performance. By delineating these concurrent cognitive and affective pathways, the investigation seeks to offer nuanced theoretical contributions to environmental psychology and provide actionable frameworks for the strategic advancement of regenerative tourism destinations.

LITERATURE REVIEW

The AMO Framework and Social Exchange Theory

The conceptual integrity of environmental management within the hospitality sector, particularly in eco-resorts, necessitates a multi-dimensional theoretical lens that captures both structural influences and individual psychological responses. To achieve this, the current investigation integrates the Ability-Motivation-Opportunity (AMO) framework and Social Exchange Theory (SET) as the foundational pillars for the proposed structural model.

The AMO framework, originally conceptualized for high-performance work systems (Appelbaum et al., 2000), posits that organizational effectiveness is a function of three core components: employee abilities (A), motivation (M), and the opportunity to participate (O). In the context of eco-resort operations, this framework facilitates a nuanced understanding of how Green Human Resource Management (GHRM) functions as a strategic lever. Specifically, GHRM practices such as green training and development enhance the Ability dimension by cultivating green human capital (Ogiemwonyi et al., 2023). Simultaneously, the Motivation component is activated through affective responses, notably environmental passion, which drives individuals to engage in behaviors beyond their formal job descriptions (Umair et al., 2025). Finally, the

Opportunity dimension manifests in the organizational environmental culture, which provides the structural and normative climate necessary for ecological initiatives to flourish (Hyeonji Kim & Yeonu Lee, 2026). This triple-pathway approach ensures that green initiatives are not merely administrative mandates but are deeply embedded in the workforce's capacity and drive.

Complementing the AMO framework, Social Exchange Theory (SET) provides a robust explanation for the reciprocal nature of the employee-organization relationship (Blau, 1964). SET suggests that social behavior results from an exchange process in which individuals feel obligated to reciprocate positive treatment received from another party. In eco-resorts, when an organization demonstrates a profound commitment to environmental stewardship through robust GHRM practices and a supportive green culture, employees perceive this as organizational support (Hyeonji Kim & Yeonu Lee, 2026). Consequently, a sense of reciprocal obligation emerges, prompting employees to repay the organization by aligning their personal actions with the organization's ecological goals, specifically through proactive pro-environmental behaviours (Agmapisarn & Khetjenkarn, 2025; A K Patwary et al., 2024).

The synthesis of AMO and SET enables a comprehensive mapping of the transition from macro-level organizational signals (GHRM) to micro-level individual actions (EEB) and subsequent macro-outcomes (Environmental Performance). While AMO clarifies the capacity and mechanisms for action, SET elucidates the motivational pressure and normative duty that sustain such actions over time. Together, these theories provide the logical necessity for the twelve direct hypotheses tested in this study, acknowledging that environmental excellence in regenerative tourism is achieved only when structural opportunities, cognitive abilities, and emotional passions are harmonized.

Green HRM as the Organizational Catalyst

Within the operational architecture of regenerative hospitality, Green Human Resource Management (GHRM) functions as the primary catalyst for structural and psychological transformation. Far from being a passive administrative function, GHRM encompasses the strategic integration of ecological objectives into core human resource practices, including recruitment, training, performance appraisal, and compensation (Renwick et al., 2013). In the highly specialized context of eco-resorts, these interventions serve as potent organizational signals. They continuously broadcast the institution's environmental priorities, effectively translating abstract sustainability commitments into actionable, everyday workforce mandates.

The institutionalization of such mandates inevitably dictates the collective psychological environment. When an eco-resort consistently applies green criteria during candidate selection or strictly integrates ecological metrics into annual performance reviews, it constructs a pervasive normative framework. This systemic alignment of HR policies facilitates the emergence of a robust organizational environmental culture. Recent empirical investigations corroborate this dynamic, demonstrating that targeted GHRM interventions significantly elevate perceived organizational support for the environment, thereby cementing a shared, eco-centric cultural ethos among hotel staff (Hyeonji Kim & Yeonu Lee, 2026). This cultural crystallization indicates a direct structural pathway from formalized administrative policies to deeply embedded organizational values (S. Kaur et al., 2025).

In parallel with shaping collective norms, GHRM directly engineers the cognitive and technical proficiencies of the workforce. Environmental management within the hospitality sector requires highly specific skill sets, ranging from dynamic resource conservation techniques to intricate waste reduction protocols. Through dedicated green training and development programs, organizations equip their personnel with the requisite intellectual tools to execute these operational tasks flawlessly. This deliberate capacity building incubates green human capital, successfully transforming generic employee capabilities into environmentally specific expertise. The current literature confirms that comprehensive green HR practices are primary predictors of

this specialized capital, fundamentally upgrading the workforce's cognitive ability to navigate and resolve complex ecological challenges (Ogiemwonyi et al., 2023).

Concurrently, the influence of GHRM extends beyond cognitive development to penetrate the affective dimensions of employee engagement. While training builds necessary operational competence, green reward and recognition systems validate individual contributions. This institutional validation stimulates a profound emotional resonance with environmental causes. The deployment of supportive HR mechanisms transitions mere ecological awareness into environmental passion—an intense, positive emotional state directed toward planetary stewardship. Sustainable organizational improvements depend heavily on this affective activation, in which GHRM policies deliberately cultivate the emotional drive required for persistent, long-term ecological commitment (Umair et al., 2025).

Ultimately, the confluence of cultural signalling, cognitive enhancement, and affective stimulation engineered by GHRM materializes into tangible operational actions. Rooted in social exchange theory, employees who interpret green HR investments as a genuine manifestation of corporate responsibility feel an implicit obligation to reciprocate. This reciprocity invariably takes the form of heightened eco-behavior. Whether manifesting as mandatory task-related conservation or voluntary, proactive environmental initiatives, empirical consensus across the hospitality sector highlights GHRM as a direct and potent antecedent of employee eco-behavior (Chouhan, 2025; Nguyen et al., 2025; A K Patwary et al., 2024). The sustained deployment of green recruitment, employee empowerment, and green performance management directly corresponds with the increased frequency and quality of pro-environmental actions on the operational floor.

Drawing upon the synthesized empirical evidence and theoretical pathways discussed above, the following structural hypotheses are formulated:

H1: Green human resource management has a significant effect on organizational environmental culture.

H2: Green human resource management has a significant effect on green human capital.

H3: Green human resource management has a significant effect on environmental passion.

H7: Green human resource management has a significant effect on employee eco-behavior.

The Cognitive-Structural Pathway: Culture and Human Capital

Organizational environments serve as the crucible in which administrative policies are transmuted into tangible ecological capabilities. Central to this cognitive-structural pathway is the organizational environmental culture. Drawing upon Schein's (1985) seminal conceptualization of organizational culture as deeply embedded, shared assumptions, an environmental culture within an eco-resort operates as a pervasive informal learning matrix. When ecological stewardship is established as a non-negotiable core value, the workplace transforms into an ecosystem of continuous knowledge exchange. Personnel immersed in such a climate are continually exposed to sustainable norms and operational practices that structurally facilitate the acquisition and development of green human capital. Empirical observations corroborate this dynamic, illustrating that robust psychological green climates significantly accelerate the development of specialized environmental competencies among hospitality staff (Hyeonji Kim & Yeonu Lee, 2026; Ogiemwonyi et al., 2023).

Beyond fostering intellectual capital, this collective environmental ethos exerts a profound normative pressure on individual conduct. Cultural parameters fundamentally dictate acceptable behavioral standards on the operational floor. In settings characterized by high environmental value congruence, employees naturally align their daily routines with organizational expectations to maintain social harmony and psychological security (Agmapisarn & Khetjenkarn, 2025). This alignment transcends formalized rules. The prevailing green psychological climate acts as an invisible regulatory mechanism that inherently prompts voluntary conservation efforts

(Chouhan, 2025). Consequently, a deeply entrenched green culture directly catalyzes eco-conscious actions, operating independently of explicit managerial oversight (S. Kaur et al., 2025).

Simultaneously, the cognitive repository built through this cultural immersion—green human capital—functions as the critical enabling mechanism for environmental performance. Human Capital Theory (Becker, 1962) holds that specialized knowledge and skills are the primary drivers of organizational productivity. Applied to the regenerative tourism context, possessing an abstract desire to protect the local ecosystem is operationally insufficient without the precise technical acumen to execute complex conservation strategies. Green human capital provides this requisite cognitive scaffolding. Staff members equipped with advanced ecological problem-solving skills exhibit higher self-efficacy, effectively minimizing the friction between environmental intent and execution. Recent structural analyses confirm that elevated levels of green human capital consistently predict a higher frequency and quality of proactive employee eco-behaviors, bridging the critical gap between cognitive capacity and operational reality (Nguyen et al., 2025; Ogiemwonyi et al., 2023).

Synthesizing these cognitive and structural dynamics, the formal linkages between culture, human capital, and behavioral outcomes are postulated as follows:

H4: Organizational environmental culture has a significant effect on green human capital.

H8: Organizational environmental culture has a significant effect on employee eco-behaviour.

H9: Green human capital has a significant effect on employee eco-behavior.

The Affective Pathway

While cognitive capabilities and structural frameworks elucidate the baseline capacity for sustainable operations, environmental engagement inherently possesses a profound affective dimension. Traditional organizational models often marginalize this emotional reality, prioritizing rational compliance over psychological attachment. Grounded in Affective Events Theory (Weiss & Cropanzano, 1996), workplace environments and specific organizational characteristics serve as critical stimuli that precipitate emotional reactions, which subsequently shape discretionary behavioural outcomes. Within the regenerative hospitality sector, cognitive acumen alone is insufficient to sustain the continuous, voluntary effort required for ecological conservation; it demands the activation of environmental passion—an intense, positive emotional state directed toward planetary stewardship.

The organizational environmental culture operates as the primary catalyst for this affective awakening. Immersion in a corporate milieu where ecological integrity is visibly championed transcends superficial intellectual agreement. It creates a resonant psychological climate that validates and amplifies latent pro-environmental sentiments among the workforce. When resort leadership consistently demonstrates environmental commitment, it fosters psychological security, allowing staff to internalize these shared values without fear of operational conflict deeply (Hyeonji Kim & Yeonu Lee, 2026). This pervasive cultural reinforcement organically transmutes formalized sustainability targets into collective enthusiasm, confirming that a robust green climate is a fundamental prerequisite for generating genuine environmental passion (Umair et al., 2025).

Concurrently, the deliberate accumulation of green human capital exerts a distinct, parallel influence on this emotional state. Global environmental challenges frequently induce psychological paralysis or eco-anxiety, stemming from a perceived lack of individual agency. Cultivating specialized ecological competencies systematically dismantles this cognitive friction. As personnel master specific sustainable procedures—such as advanced waste valorization or energy footprint reduction—they transition from passive concern to active empowerment. This operational mastery elevates domain-specific self-efficacy (Ogiemwonyi et al., 2023). Consequently, the knowledge that their localized actions possess tangible ecological efficacy

transforms abstract apprehension into a focused, highly motivated passion for environmental problem-solving.

Ultimately, this intense emotional activation functions as the definitive mechanism driving proactive eco-behavior. Administrative mandates and green performance appraisals are highly effective in securing standard operational compliance. However, the success of an eco-resort hinges heavily on unprompted, extra-role actions—such as voluntary resource conservation during off-hours or spontaneous environmental advocacy toward guests. Environmental passion supplies the critical intrinsic drive for these discretionary acts. Personnel harboring a deep affective connection to nature perceive pro-environmental actions not as laborious professional obligations, but as intrinsically rewarding expressions of their core identity (Umair et al., 2025). Driven by this emotional alignment, passionate employees consistently engage in proactive environmental behaviors that exceed prescribed organizational standards (A K Patwary et al., 2024).

Derived from the interplay between cultural stimuli, cognitive empowerment, and affective responses, the following hypotheses are established:

H5: Organizational environmental culture has a significant effect on environmental passion.

H6: Green human capital has a significant effect on environmental passion.

H10: Environmental passion has a significant effect on employee eco-behavior.

Bridging Micro-Behavior to Macro-Outcomes

The ultimate objective of integrating green administrative frameworks and cultivating psychological engagement within an eco-resort is to achieve tangible improvements in organizational environmental performance. Assessing efficacy solely through the lens of shifting individual attitudes or isolated actions remains analytically incomplete without linking these micro-level phenomena to macro-level institutional metrics. To articulate this linkage, the Resource-Based View (RBV) of the firm (Barney, 1991) provides a critical explanatory mechanism. RBV postulates that sustained operational excellence originates from internal resources that are valuable, rare, and difficult for competitors to replicate.

In the highly specialized niche of regenerative hospitality, physical green infrastructure is easily imitated; however, an aggregated pool of green human capital constitutes a deeply embedded, inimitable strategic asset. When an organization successfully scales individual ecological competencies—ranging from sophisticated waste valorization techniques to precise energy management—it fundamentally enhances its collective operational capability. This accumulated human capital directly determines the resort's efficiency in managing its ecological footprint. Recent structural models grounded in RBV confirm that enhanced organizational-level knowledge and skills inherently translate into superior environmental compliance and resource optimization (Agmapisarn & Khetjenkarn, 2025). Consequently, the direct deployment of specialized ecological knowledge across operational tiers is a primary driver of overall environmental performance.

Furthermore, aggregate environmental performance is inextricably bound to the continuous manifestation of employee eco-behavior. Strategic sustainability goals outlined by executive management are structurally dependent on the operational execution of frontline personnel. A resort's success in reducing total carbon emissions, minimizing water consumption, and eliminating single-use plastics is not achieved solely through systemic automation, but rather through the cumulative effect of hundreds of discrete, daily pro-environmental decisions made by staff. Empirical investigations in the hospitality sector emphasize this micro-macro dependency, showing that higher frequencies of both task-related and voluntary eco-behaviors significantly enhance the institution's measurable environmental performance (Nisar et al., 2022). Sustainable environmental outcomes are therefore a direct reflection of collective behavioural improvements enacted on the operational floor (Umair et al., 2025). Based on the theoretical

alignment between human capital accumulation, behavioral execution, and institutional outcomes, the final hypotheses are articulated:

H11: Employee eco-behavior has a significant effect on organizational environmental performance.

H12: Green human capital has a significant effect on organizational environmental performance.

Synthesizing the theoretical pathways delineated in the preceding sections, the complex interplay between human resource interventions, cognitive-structural capacities, affective states, and performance outcomes is formulated into a dual-path sequential mediation model. This comprehensive structural framework, depicting the twelve formal hypotheses, is illustrated in Figure 1.

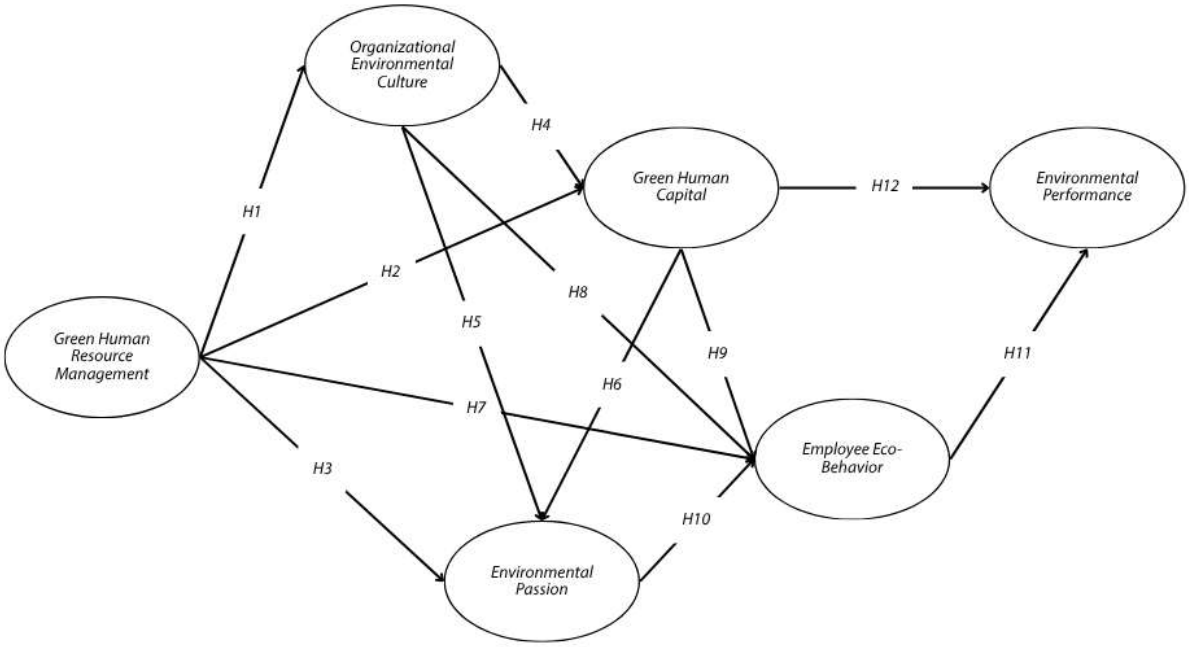


Figure 1. The Proposed Structural Model of Dual-Path Sequential Mediation
Source: Research data, 2026

METHODS

To empirically validate the proposed dual-path sequential mediation model, a quantitative, cross-sectional survey design was deployed. The target population comprised full-time operational and managerial employees operating within certified eco-resorts and green-accredited hospitality establishments. The hospitality sector was singled out for its heavy reliance on ongoing human intervention for environmental compliance. Eco-resorts, in particular, provide an optimal empirical setting, as ecological sustainability constitutes their core operational mandate rather than a peripheral corporate social responsibility initiative.

Sampling Technique and Respondent Criteria

A purposive nonprobability sampling technique was used to ensure that the collected data authentically reflected the distinct internal dynamics of ecologically focused organizations. To ensure sample validity and contextual relevance, participation was restricted to those meeting predefined inclusion criteria. To enforce these criteria, the survey instrument commenced with a stringent two-step screening protocol featuring explicit dichotomous filtering questions: 1)

Organizational Filter: Is your current place of employment officially recognized or certified as an eco-resort, or does it operate under a formalized green management system? (Responses indicating No or Unsure automatically terminated the survey) 2) Tenure Filter: Have you been employed full-time at this specific property for a minimum duration of 12 consecutive months? (A 12-month tenure threshold was instituted to ensure respondents had adequate temporal exposure to internalize the organizational environmental culture and evaluate existing green human resource practices.

Regarding sample size, the complexity of a model featuring six latent variables and twelve direct pathways necessitates a robust dataset. Based on the inverse square root method and an a priori power analysis utilizing G*Power (assuming a medium effect size of f2 = 0.15, an α error probability of 0.05, and a statistical power of 0.95), the minimum required sample size was calculated at 166 observations. However, to enhance empirical robustness and accommodate potential invalid responses, the data collection strategy targeted a minimum of 350 to 400 valid responses, aligning with contemporary methodological benchmarks in advanced hospitality research (Hyeonji Kim & Yeonu Lee, 2026; S. Kaur et al., 2025).

Data Collection and Bias Mitigation

Data were acquired via a structured, self-administered digital questionnaire distributed through the human resource departments of the participating resorts. To mitigate the risk of Common Method Bias (CMB)—a pervasive issue in single-source behavioral Research—several procedural remedies recommended by (Podsakoff et al., 2003) were operationalized. Participant anonymity was unconditionally guaranteed, and the psychological separation of constructs was achieved by introducing distinct instructional texts and temporal breaks between the sections measuring independent variables and dependent outcomes.

Instrument Development

All measurement scales were adapted from established, empirically validated instruments in existing literature to ensure high content validity. Minor terminological modifications were made to contextualize the items for the eco-resort environment (e.g., substituting generic terms such as 'the company' with 'this resort'). Constructs were operationalized using a multi-item reflective measurement design. Responses were captured on a 7-point Likert scale, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree), to capture a wider range of psychological and behavioral nuances than a standard 5-point scale. Table 1 delineates the operationalization of the constructs, the number of items, and the seminal sources that informed the instrument development.

Table 1. Measurement Instrument and Construct Operationalization

Latent Construct	Conceptual Definition	Number of Items	Source Adaptation
Green Human Resource Management (GHRM)	The integration of environmental management objectives into HR processes, including green recruitment, training, appraisal, and rewards.	4	(Ogiemwonyi et al., 2023; Renwick et al., 2013)
Organizational Environmental Culture (OEC)	The deeply embedded, shared norms, values, and traditions within the resort prioritize ecological protection.	4	(Hyeonji Kim & Yeonu Lee, 2026; Schein, 1985)
Green Human Capital (GHC)	The aggregate ecological knowledge, technical skills, and problem-solving capabilities possessed by the resort's workforce.	4	(Ogiemwonyi et al., 2023)

Latent Construct	Conceptual Definition	Number of Items	Source Adaptation
Environmental Passion (EP)	The intense, positive emotional arousal and deep affective connection an employee experiences toward environmental conservation.	3	(Umair et al., 2025)
Employee Eco-Behavior (EEB)	Discretionary and task-related actions executed by staff aimed at minimizing negative environmental impacts and promoting sustainability.	4	(G. Kaur et al., 2025; Nguyen et al., 2025)
Environmental Performance (ENV)	The measurable outcomes of the resort's strategic sustainability efforts include increased resource efficiency and reduced waste.	4	(Nisar et al., 2022; Umair et al., 2025)

Source: Research data, 2026

Analytical Strategy

The hypothesized relationships will be evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4. The variance-based PLS-SEM algorithm was selected over covariance-based alternatives (CB-SEM) due to its superior ability to handle complex predictive models with multiple sequential mediators (Joseph F. Hair et al., 2021). Furthermore, PLS-SEM makes no stringent assumptions about multivariate data normality, making it highly appropriate for behavioral survey data, which often exhibits skewness. The analytical procedure will rigorously follow a two-stage approach: initially evaluating the reliability and validity of the measurement (outer) model, followed by the assessment of the path coefficients and specific indirect effects within the structural (inner) model through a 5,000-subsample bootstrapping procedure.

RESULTS AND DISCUSSION

Demographic Profile of the Respondents

Before evaluating the structural model, descriptive statistics were computed to characterize the sample's demographic composition. A total of 350 valid responses were retained for the final analysis. The demographic distribution is detailed in Table 2, ensuring that the sample adequately represents the operational workforce within the targeted eco-resorts.

Table 2. Demographic Profile of Respondents (N = 350)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	187	53.4
	Female	163	46.6
Age Group	20 – 30 years	146	41.7
	31 – 40 years	128	36.6
	41 – 50 years	53	15.1
	Above 50 years	23	6.6
Department	Food & Beverage (F&B)	101	28.9
	Housekeeping	91	26.0
	Front Office	75	21.4
	Engineering	49	14.0
	HR/Administration	34	9.7
Organizational Tenure	1 – 3 years	133	38.0
	3 – 5 years	121	34.6
	More than 5 years	96	27.4

Source: Research data, 2026

Assessment of the Measurement Model

The evaluation of the Partial Least Squares (PLS) structural equation model inherently follows a two-stage analytical procedure, commencing with the assessment of the measurement model to establish instrument reliability and validity, prior to structural path estimation. For this study, the reflective measurement models were meticulously examined across three primary criteria: internal consistency reliability, convergent validity, and discriminant validity, alongside an evaluation of indicator collinearity (Joseph Franklin Hair et al., 2021).

Before assessing validity metrics, the measurement items were scrutinized for potential collinearity to prevent biased estimates. The variance inflation factor (VIF) was utilized as the standard metric. As shown in Table 3, all outer VIF values range from 2.274 to 2.984 and remain strictly below the conservative threshold of 3.0. This confirms the absence of multicollinearity among the reflective indicators. Furthermore, the inner VIF values among the latent constructs (ranging from 1.000 to 2.261) similarly fall well below the critical threshold, ensuring the structural stability of the entire model. Indicator reliability was subsequently assessed by examining the standardized outer loadings. All measurement items exhibited outer loadings ranging from 0.859 to 0.910, substantially exceeding the recommended minimum threshold of 0.708. This indicates that the latent constructs explain more than 50% of the variance in their respective individual indicators.

Internal consistency reliability was corroborated using Cronbach's Alpha, rho_A, and Composite Reliability (CR). Across all constructs, Cronbach's Alpha values ranged from 0.888 to 0.915, while CR values spanned from 0.926 to 0.940, completely satisfying the standard criteria of >0.70 and establishing excellent construct reliability. Finally, convergent validity was confirmed via the Average Variance Extracted (AVE). The AVE scores for all latent variables ranged from 0.758 to 0.817, exceeding the established 0.50 baseline. This demonstrates that, on average, the constructs explain a substantial majority of the variance of their corresponding items. The comprehensive outer model evaluation, including the specific measurement items utilized, is consolidated in Table 3.

Table 3. Measurement Model Assessment (Reliability and Convergent Validity)

Construct / Measurement Items	Outer Loading	Outer VIF
Green Human Resource Management (GHRM) (Cronbach's α=0.915; rho_A=0.917; CR=0.940; AVE=0.797)		
GHRM1: Our resort provides adequate environmental training for employees to promote sustainable practices.	0.898	2.897
GHRM2: Our management considers environmental performance when evaluating an employee's overall job performance.	0.897	2.925
GHRM3: Our resort rewards or recognizes employees who demonstrate exceptional environmentally friendly behaviors.	0.882	2.776
GHRM4: Our resort actively prioritizes recruiting candidates who already demonstrate strong environmental awareness.	0.894	2.866
Organizational Environmental Culture (OEC) (Cronbach's α=0.912; rho_A=0.912; CR=0.938; AVE=0.791)		
OEC1: Environmental protection is widely recognized as a core, non-negotiable value in our resort's daily operations.	0.899	2.984
OEC2: There is a strong sense of shared responsibility for environmental sustainability among all employees here.	0.887	2.690
OEC3: Our resort's leadership continuously communicates the importance of eco-friendly practices to the staff.	0.894	2.886
OEC4: Protecting the environment is an integral part of our resort's daily routines and organizational traditions.	0.878	2.591

Construct / Measurement Items	Outer Loading	Outer VIF
Green Human Capital (GHC) (Cronbach's α=0.908; rho_A=0.909; CR=0.936; AVE=0.784)		
GHC1: I possess the necessary knowledge and skills to perform my daily tasks in an environmentally friendly manner.	0.878	2.577
GHC2: I have a deep understanding of how our resort operations impact the surrounding natural environment.	0.882	2.652
GHC3: I am highly capable of identifying and solving environmental-related problems within my work area.	0.894	2.851
GHC4: I continuously strive to develop my expertise regarding sustainable tourism practices.	0.888	2.701
Environmental Passion (EP) (Cronbach's α=0.888; rho_A=0.889; CR=0.931; AVE=0.817)		
EP1: I feel a strong sense of enthusiasm whenever I participate in our resort's environmental initiatives.	0.907	2.623
EP2: I am deeply and emotionally passionate about protecting the natural environment around our eco-resort.	0.895	2.431
EP3: Engaging in eco-friendly activities at work gives me a profound sense of personal satisfaction and joy.	0.910	2.680
Employee Eco-Behavior (EEB) (Cronbach's α=0.894; rho_A=0.894; CR=0.926; AVE=0.758)		
EEB1: I proactively minimize the use of resources (e.g., electricity, water) when they are not in use.	0.877	2.506
EEB2: I strictly follow the resort's waste sorting and recycling guidelines during my shift.	0.881	2.575
EEB3: I actively encourage my colleagues and our guests to adopt more environmentally friendly practices.	0.859	2.274
EEB4: I frequently propose innovative ideas to management to improve our resort's environmental sustainability.	0.865	2.365
Environmental Performance (ENV) (Cronbach's α=0.908; rho_A=0.908; CR=0.935; AVE=0.783)		
ENV1: Over the past year, our resort has successfully reduced its overall energy and water consumption.	0.878	2.564
ENV2: Our resort has effectively minimized the amount of operational waste sent to local landfills.	0.891	2.835
ENV3: Our resort continuously meets or exceeds local and national environmental regulations and standards.	0.888	2.738
ENV4: Our eco-resort has built a strong, positive reputation for environmental conservation within the local community.	0.883	2.654

Source: Research data, 2026

Discriminant validity establishes the extent to which a latent construct is empirically distinct from other constructs within the structural model. Traditional metrics, such as the Fornell-Larcker criterion or cross-loadings, have been empirically shown to lack sensitivity in variance-based SEM. Therefore, discriminant validity was rigorously evaluated utilizing the Heterotrait-Monotrait Ratio of Correlations (HTMT) approach, as advocated by (Henseler et al., 2015). As evidenced in Table 4, the highest reported HTMT ratio is 0.765 (between Green Human Capital and Employee Eco-Behavior). All computed HTMT values satisfy the stringent threshold of <0.85, providing robust empirical evidence that each variable in the proposed model measures a uniquely distinct theoretical entity without problematic conceptual overlap.

Table 4. Discriminant Validity (Heterotrait-Monotrait Ratio / HTMT)

Latent Construct	EEB	EP	ENV	GHC	GHRM
Environmental Passion	0.694				
Environmental Performance	0.721	0.541			
Green Human Capital	0.765	0.660	0.763		
Green HRM	0.732	0.452	0.578	0.687	
Org. Environmental Culture	0.738	0.666	0.561	0.664	0.562

Note: All HTMT values fall strictly below the maximum conservative threshold of 0.85, confirming robust discriminant validity. Source: Research data, 2026

Following the successful validation of the measurement model—confirming its reliability, convergent validity, and discriminant validity—the analysis logically proceeds to the evaluation of the structural model to test the hypothesized relationships.

Assessment of the Structural Model

Following the rigorous validation of the measurement model, the structural model was evaluated to test the formulated hypotheses. The assessment of the inner model adheres to the standard guidelines of PLS-SEM, focusing on the model's explanatory power (R^2), predictive relevance (Q^2), effect sizes (f^2), and the statistical significance of the path coefficients derived through a 5,000-subsample bootstrapping procedure (Joseph Franklin Hair et al., 2021). The explanatory power of the structural model was assessed using the coefficient of determination (R^2). As detailed in Table 5, the model accounts for a substantial proportion of the variance in the primary dependent variable, Employee Eco-Behavior ($R^2 = 0.654$), indicating that 65.4% of the variance in eco-behavior is jointly explained by GHRM, culture, human capital, and passion. Furthermore, the model demonstrates robust explanatory capacity for Environmental Performance ($R^2 = 0.536$), Green Human Capital ($R^2 = 0.502$), and Environmental Passion ($R^2 = 0.444$). The R^2 value for Organisational Environmental Culture is 0.265.

To evaluate the predictive accuracy of the inner model, the blindfolding procedure was executed to compute Stone-Geisser's Q2 values. According to established thresholds, Q^2 values greater than zero signify adequate predictive relevance. As shown in Table 5, all endogenous constructs exhibit Q^2 values significantly above zero (ranging from 0.207 to 0.489), confirming the model's robust predictive capacity in the eco-resort context.

Table 5. Explanatory Power (R^2) and Predictive Relevance (Q^2)

Endogenous Construct	R^2	R^2 Adjusted	Q^2	Predictive Power
Employee Eco-Behavior	0.654	0.650	0.489	Substantial
Environmental Performance	0.536	0.533	0.415	Moderate
Green Human Capital	0.502	0.499	0.388	Moderate
Environmental Passion	0.444	0.439	0.357	Moderate
Org. Environmental Culture	0.265	0.263	0.207	Weak to Moderate

Source: Research data, 2026

Beyond evaluating R^2 values, the contribution of each exogenous construct to the endogenous variables was assessed using the f^2 effect size metric (0.02, 0.15, and 0.35 representing small, medium, and large effects, respectively). The analysis reveals that GHRM exerts a large effect on Organizational Environmental Culture ($f^2 = 0.360$) and a medium-to-large effect on Green Human Capital ($f^2 = 0.273$). Additionally, Green Human Capital demonstrates a substantial effect on Environmental Performance ($f^2 = 0.247$). Conversely, GHRM exhibits virtually no direct effect on Environmental Passion ($f^2 = 0.001$), suggesting that the translation of administrative HR policies into emotional passion relies entirely on mediating mechanisms rather than direct administrative influence. The structural path analysis evaluated the twelve direct hypotheses formulated for this study. The significance of the relationships was determined using

path coefficients (β), T-statistics, P-values, and 95% Bias-Corrected Confidence Intervals (CI). A hypothesis is empirically supported if the T-statistic exceeds 1.96 ($p < 0.05$) and the CI does not straddle zero. The comprehensive results are consolidated in Table 6 and Figure 2.

Table 6. Summary of Structural Model Analysis

Hyp.	Structural Path	β	T-Stat	P-Value	2.5% CI	97.5% CI	Decision
H1	GHRM → OEC	0.515	13.286	0.000	0.436	0.587	Supported
H2	GHRM → GHC	0.430	10.401	0.000	0.349	0.509	Supported
H3	GHRM → EP	-0.025	0.477	0.634	-0.127	0.082	Rejected
H4	OEC → GHC	0.383	8.460	0.000	0.294	0.469	Supported
H5	OEC → EP	0.385	8.154	0.000	0.291	0.475	Supported
H6	GHC → EP	0.376	6.632	0.000	0.264	0.486	Supported
H7	GHRM → EEB	0.313	7.603	0.000	0.230	0.392	Supported
H8	OEC → EEB	0.245	5.779	0.000	0.161	0.328	Supported
H9	GHC → EEB	0.217	4.698	0.000	0.128	0.308	Supported
H10	EP → EEB	0.216	5.380	0.000	0.137	0.293	Supported
H11	EEB → ENV	0.327	6.162	0.000	0.220	0.428	Supported
H12	GHC → ENV	0.468	9.029	0.000	0.367	0.568	Supported

Note: GHRM = Green HRM; OEC = Org. Environmental Culture; GHC = Green Human Capital; EP = Environmental Passion; EEB = Employee Eco-Behavior; ENV = Environmental Performance. Source: Research data, 2026

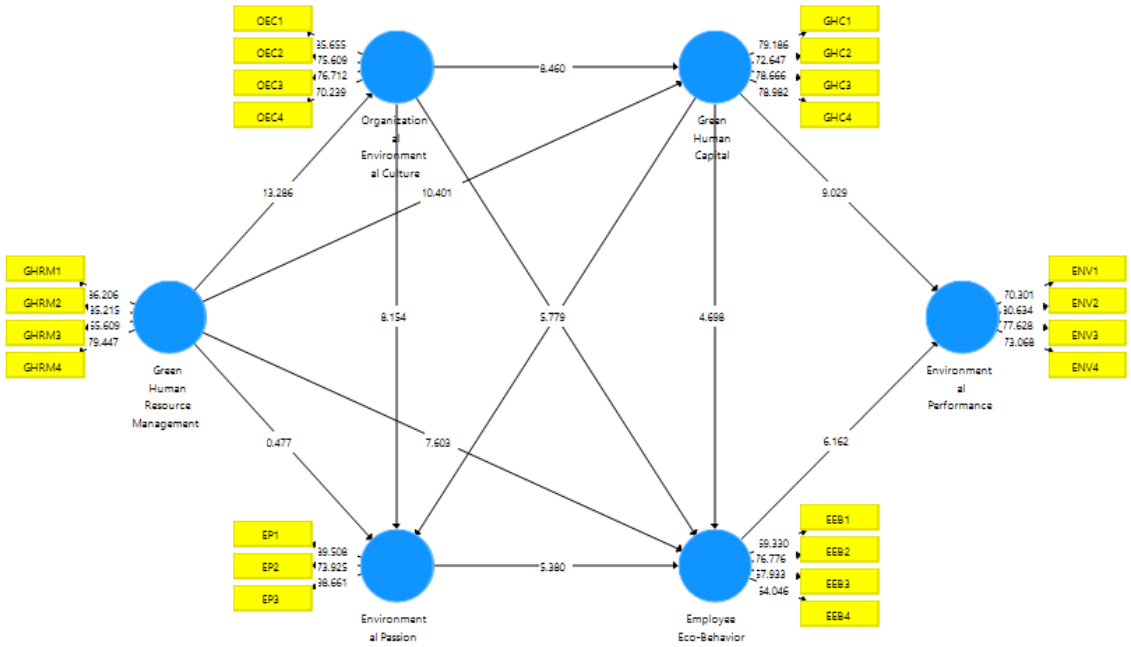


Figure 2. The Evaluated Structural Model
Source: Research data, 2026

As demonstrated in Table 6, eleven of the twelve formulated hypotheses are robustly supported by the empirical data. GHRM significantly enhances the cognitive and structural domains, demonstrating strong effectiveness in cultivating organizational culture (β = 0.515, p = 0.000) and green human capital (β = 0.430, p = 0.000), thereby supporting H1 and H2. Consequently, both culture and human capital function as potent drivers of employee eco-behavior, supporting H8 and H9. Interestingly, H3 is rejected, as the direct effect of GHRM on Environmental Passion is statistically insignificant (β = -0.025, T = 0.477, p = 0.634), with the

confidence interval crossing zero [-0.127, 0.082]. This is a critical finding: it signifies that formalized HR policies, in isolation, fail to ignite genuine emotional passion for the environment among staff. However, the paths from Culture to Passion (H5: β = 0.385, p = 0.000) and Human Capital to Passion (H6: β = 0.376, p = 0.000) are highly significant. This suggests a condition of full mediation: GHRM can activate affective environmental passion only indirectly, through the establishment of a supportive culture and the empowerment of human capital.

Finally, the ultimate endogenous outcomes validate the conceptual framework. Both Employee Eco-Behavior (β = 0.327, p = 0.000) and Green Human Capital (β = 0.468, p = 0.000) exert significant, positive effects on the resort's overall Environmental Performance, validating H11 and H12.

Mediation Analysis (Specific Indirect Effects)

The primary theoretical contribution of this study lies in unravelling the complex, multi-layered mechanisms that translate macro-level human resource policies into micro-level pro-environmental behaviours and, ultimately, organizational performance. To empirically validate these mechanisms, a specific indirect effects analysis was conducted. The evaluation of these sequential and parallel mediation pathways provides a granular understanding of how cognitive and affective mechanisms operate internally. Table 7 presents an extract of the most critical theoretical pathways tested in this model.

Table 7. Specific Indirect Effects

Mediation Pathway	β	T-Stat	P-Value	Decision
Simple Mediation (Single Path)				
GHRM → OEC → EEB	0.126	5.190	0.000	Supported
GHRM → GHC → EEB	0.093	4.008	0.000	Supported
GHRM → EP → EEB	-0.005	0.469	0.639	Rejected
Sequential Mediation (Dual-Path Mechanisms)				
GHRM → OEC → EP → EEB *(Affective Route)*	0.043	4.206	0.000	Supported
GHRM → OEC → GHC → EEB *(Cognitive Route)*	0.043	4.169	0.000	Supported
GHRM → OEC → GHC → EP → EEB	0.016	3.437	0.001	Supported
Macro-Outcome Sequential Pathways				
GHRM → GHC → ENV	0.201	6.399	0.000	Supported
GHRM → OEC → GHC → EP → EEB → ENV	0.005	3.014	0.003	Supported

Note: GHRM = Green HRM; OEC = Org. Environmental Culture; GHC = Green Human Capital; EP = Environmental Passion; EEB = Employee Eco-Behavior; ENV = Environmental Performance. Only theoretically salient paths are displayed. Source: Research data, 2026

The analysis of indirect effects reveals a profound theoretical nuance regarding affective activation. The simple mediation path connecting GHRM to Employee Eco-Behavior exclusively through Environmental Passion (GHRM → EP → EEB) is unequivocally rejected (β = -0.005, p = 0.639). Similarly, its extension to organizational performance (GHRM (EP (EEB (ENV) lacks statistical significance (p = 0.639). This empirical rejection substantiates the premise that formal administrative protocols (such as training or compensation) lack the inherent capacity to foster a direct, genuine emotional attachment to the environment. Passion cannot be administratively mandated.

In stark contrast, when the organizational environment is systematically cultivated as a mediating structure, the transmission of green policies becomes highly effective. The sequential mediation, bridging GHRM to Eco-Behavior via Organisational Environmental Culture and subsequently to Environmental Passion (GHRM (OEC (EP (EEB)), is highly significant (β = 0.043, p = 0.000). This indicates a condition of full mediation: GHRM only succeeds in arousing environmental passion when it first establishes a supportive, ubiquitous green culture that validates such emotions. Furthermore, the data strongly corroborates the Cognitive Route of the

AMO framework. The serial transmission from GHRM through culture, leading to the accumulation of green human capital and ultimately manifesting as eco-behaviour (GHRM (OEC (GHC (EEB), yields a highly significant effect (β = 0.043, p = 0.000).

Perhaps the most compelling evidence of the model's structural validity is the confirmation of the longest hypothesized chain: GHRM → OEC → GHC → EP → EEB (β = 0.016, p = 0.001). This confirms that optimal behavioral modification in eco-resorts is not a fragmented process. Instead, it is a highly integrated continuum in which HR policies foster a cultural ecosystem that, in turn, incubates specialized knowledge, thereby eliminating psychological barriers, sparking emotional passion, and ultimately culminating in proactive pro-environmental actions.

Ultimately, the analysis verifies that these intricate micro-level transformations successfully bridge the gap to macro-level institutional metrics. The comprehensive sequential path linking foundational HR policies to ultimate operational outcomes (GHRM →OEC (GHC (EP (EEB (ENV)) remains statistically significant (β = 0.005, p = 0.003), unequivocally proving that the strategic integration of culture and human capital is the definitive pathway to achieving superior environmental performance.

Discussion

The primary objective of this investigation was to decode the intricate structural and psychological mechanisms that translate Green Human Resource Management (GHRM) into tangible environmental performance within the eco-resort sector. By operationalizing a dual-path sequential mediation model grounded in the AMO framework, Social Exchange Theory, and Affective Events Theory, the empirical results offer profound insights into the anatomy of organizational sustainability. The findings substantiate the premise that environmental excellence in hospitality is not a direct product of administrative mandates, but rather the outcome of a highly integrated cognitive and affective ecosystem.

The structural analysis confirms that GHRM acts as a robust foundational catalyst, significantly enhancing both organizational environmental culture (H1) and green human capital (H2). These findings align seamlessly with recent empirical consensus in the hospitality literature (S. Kaur et al., 2025; Ogiemwonyi et al., 2023), confirming that rigorous green recruitment, specialized training, and eco-centric performance appraisals successfully institutionalize environmental priorities. By systematically equipping the workforce with ecological competencies, GHRM fulfills the 'Ability' and 'Opportunity' dimensions of the AMO framework. Consequently, this structural empowerment directly translates into heightened eco-behaviour among employees (H7), corroborating the reciprocal obligations postulated by Social Exchange Theory (Agmapisarn & Khetjenkarn, 2025).

However, the most theoretically illuminating finding of this study emerges from the empirical rejection of H3. The data reveal that GHRM exerts no significant direct effect on environmental passion. This null finding exposes a critical boundary condition of formal HR interventions: while administrative policies can successfully engineer competence and dictate cultural norms, they are entirely insufficient to manufacture genuine emotional attachment directly. This challenges earlier, oversimplified linear models that assumed rewarding green behaviour automatically makes employees passionate about nature. In reality, extrinsic organizational signals (such as green compensation) cannot directly trigger deep-seated intrinsic affective states without intermediary psychological processing.

To bridge the gap between administrative policy and emotional passion, the organizational environment must function as a transformative conduit. The highly significant pathways from culture to passion (H5) and from human capital to passion (H6) validate this mediating imperative. Grounded in Affective Events Theory (Weiss & Cropanzano, 1996), the data demonstrate that a pervasive environmental culture provides the necessary psychological safety and normative validation that allows latent ecological concerns to blossom into active passion

(Hyeonji Kim & Yeonu Lee, 2026). Furthermore, the cognitive mastery acquired through green human capital actively dismantles eco-anxiety. When operational staff possess the specific technical acumen to mitigate environmental impacts (e.g., advanced waste sorting techniques), their enhanced self-efficacy transforms passive ecological awareness into an empowered, enthusiastic passion for sustainability. Consequently, GHRM achieves affective activation only through full mediation—it must first build the culture and the capability before the passion can emerge.

The empirical validation of H8, H9, and H10 provides a comprehensive mapping of behavioral antecedents. Cultural expectations, technical capability, and emotional drive simultaneously drive employee eco-behavior. While an established green culture enforces behavioural compliance through peer norms (Chouhan, 2025), green human capital removes operational friction in executing sustainable tasks, and environmental passion provides the critical intrinsic motivation for discretionary, extra-role efforts (Umair et al., 2025). The confirmation of the sequential mediation chain (GHRM →OEC (GHC (EP (EEB) represents a significant theoretical advancement. It demonstrates that the transition from organizational policy to individual action is not a fragmented sequence of isolated variables, but a cumulative psychological continuum. Policies shape the cultural environment; the culture accelerates knowledge acquisition; the resulting competence ignites emotional passion; and this passion ultimately sustains continuous pro-environmental action on the operational floor.

Finally, the study successfully bridges the micro-macro divide by confirming that both accumulated green human capital (H12) and aggregate employee eco-behaviours (H11) significantly enhance the eco-resort's ultimate environmental performance. From the Resource-Based View (Barney, 1991), the specialized ecological knowledge embedded in staff constitutes an inimitable strategic asset. While competing properties can easily replicate physical green infrastructure, the internalized eco-centric routines and problem-solving capabilities of a passionate workforce cannot be readily cloned.

The significant effect of daily eco-behaviour on institutional environmental metrics underscores the reality of regenerative tourism: macro-level sustainability goals (such as zero-waste targets or carbon footprint reductions) are fundamentally dependent on the microscopic, everyday decisions made by frontline personnel (Nisar et al., 2022). Therefore, the structural model successfully proves that investing in the intricate psychological and cultural architecture of the workforce is not merely an exercise in corporate social responsibility but an operational necessity for achieving measurable environmental excellence.

Theoretical Implications

The current investigation offers several salient contributions to the extant literature on sustainable hospitality, human resource management, and organizational psychology. Primarily, it successfully integrates and expands the Ability-Motivation-Opportunity (AMO) framework by introducing a dual-path sequential mediation model. While previous studies have predominantly treated the AMO dimensions as parallel, isolated variables, this Research provides robust empirical evidence that these dimensions operate in a temporal sequence. Specifically, the provision of structural opportunities (Green HRM and Culture) acts as the necessary precursor for the development of cognitive abilities (Green Human Capital), which subsequently ignites the affective drive (Environmental Passion). This sequential conceptualization offers a more precise, dynamic understanding of human behavioural change in regenerative tourism.

Secondly, the empirical rejection of the direct relationship between Green HRM and Environmental Passion (H3) provides a critical theoretical breakthrough. It challenges the reductionist assumption prevalent in early sustainability literature that the mere implementation of formal administrative policies—such as green compensation or performance metrics—automatically generates intrinsic emotional attachment among employees. By grounding the

analysis in Affective Events Theory, this study elucidates that formal policies are emotionally sterile in isolation. Environmental passion is activated only under conditions of full mediation; it requires the pervasive normative validation of an organizational environmental culture and the cognitive empowerment derived from specialized green human capital. This finding significantly refines the boundaries of HR influence, establishing that emotional states cannot be administratively mandated, but must be culturally and cognitively incubated.

Finally, the study advances the Resource-Based View (RBV) by successfully bridging the micro-macro divide. It structurally validates the mechanism by which individual-level psychological transformations and discretionary actions (Employee Eco-Behavior) aggregate to dictate institutional-level outcomes (Environmental Performance). This confirms that a passionate, ecologically competent workforce constitutes a rare, inimitable strategic resource that is fundamentally indispensable for operationalizing macro-sustainability targets in the eco-resort sector.

Managerial Implications

Beyond its theoretical contributions, this study delivers critical, actionable imperatives for general managers, human resource directors, and policymakers operating within the eco-resort and regenerative hospitality sectors. First, executive management must pivot from purely administrative sustainability mandates toward holistic cultural engineering. The finding that Green HRM fails to stimulate environmental passion directly dictates a strategic redesign of internal communication. Resort leaders must ensure that ecological values transcend formal policy documents and are visibly integrated into daily operational routines, leadership behaviors, and peer interactions. Cultivating an authentic organizational environmental culture is the absolute prerequisite for securing workforce emotional buy-in. Management should prioritize transparent communication regarding the resort's environmental footprint and publicly celebrate collective ecological milestones to solidify these shared values.

Second, the structural prominence of Green Human Capital underscores the need for continuous, highly specialized capacity-building in environmental areas. Generic, one-time sustainability orientations during the onboarding process are insufficient. HR departments must design targeted, continuous green training modules tailored to specific operational departments (e.g., advanced organic waste valorization for Food & Beverage, or energy-efficient chemical handling for Housekeeping). Equipping employees with precise, actionable ecological knowledge not only improves operational efficiency but also functions as a psychological mechanism to eliminate eco-anxiety, thereby empowering staff to translate abstract environmental concerns into confident, proactive behaviors.

Third, performance management systems must be recalibrated to capture and reward both task-related and voluntary employee eco-behaviours explicitly. Since passionate employees are predisposed to perform beyond their formal job descriptions, HR protocols must feature mechanisms—such as green suggestion schemes or sustainability innovation awards—that recognize unprompted environmental initiatives. By validating these extra-role behaviors, management reinforces the psychological contract and sustains the affective momentum required for continuous ecological improvement. Ultimately, eco-resort operators must recognize that substantial capital investments in green physical infrastructure (e.g., solar panels, water recycling plants) will yield sub-optimal returns without a parallel investment in the psychological and structural architecture of the workforce. Achieving superior environmental performance is inextricably linked to the strategic harmonization of green human resource practices, cultural reinforcement, and emotional engagement on the operational floor.

CONCLUSION

Ultimately, the current investigation advances the theoretical and empirical discourse on sustainable hospitality by elucidating the precise psychological and structural mechanisms required to actualize environmental performance. By conceptualizing and validating a dual-path sequential mediation model grounded in the AMO framework and Affective Events Theory, this study transcends traditional linear evaluations of green management. The empirical evidence robustly confirms that Green Human Resource Management is a potent architectural tool for sustainable operations; however, its efficacy depends entirely on its ability to transform the internal organizational environment.

The most critical revelation of this Research is the exposure of the affective limitations inherent in formal administrative policies. The data unequivocally demonstrate that formal HR interventions cannot directly manufacture genuine environmental passion. Instead, behavioral transformation within eco-resorts operates through a highly integrated continuum. Green HR policies must first engineer a pervasive organizational culture and cultivate specialized green human capital. Only through these structural and cognitive foundations can employees develop the deep-seated emotional passion required to sustain proactive, extra-role eco-behaviors. Consequently, achieving superior institutional environmental performance is not merely an administrative exercise, but a complex process of building an eco-centric ecosystem where capacity, culture, and emotion seamlessly intersect.

Limitations and Future Research Directions

While this study offers substantial theoretical contributions and rigorous empirical insights, certain methodological boundaries must be acknowledged, simultaneously providing fertile ground for subsequent scholarly inquiry. First, the research design used a cross-sectional approach, capturing data at a single point in time. Although the theoretical sequencing (from policy to culture, capability, and outcome) is firmly grounded in established behavioural theories, cross-sectional data inherently limit the ability to make absolute causal claims. The psychological crystallization of organizational culture and the accumulation of specialized human capital are evolutionary processes. Future Research would significantly benefit from longitudinal designs to capture the dynamic temporal mechanisms through which these variables interact and mature over time.

Second, the structural model relies primarily on self-reported psychometric data. While rigorous procedural remedies were implemented to mitigate common method bias, self-reporting inherently carries a residual risk of social desirability bias, particularly concerning sensitive topics such as environmental stewardship. Subsequent investigations should endeavor to incorporate triangulated data sources. For instance, measuring employee eco-behavior through direct supervisor evaluations, or operationalizing organizational environmental performance using objective, quantifiable sustainability audit metrics (e.g., exact kilowatt-hour reductions or waste tonnage reports) would further enhance the empirical robustness of the framework.

Finally, the empirical context of this study was deliberately confined to certified eco-resorts to ensure a baseline of environmental commitment. However, this contextual isolation may restrict the generalizability of the findings to conventional hospitality establishments. Future scholarship should replicate this sequential mediation model within traditional hotels undergoing green transitions to determine if the psychological pathways operate with the same magnitude. Furthermore, integrating boundary conditions into the model—such as investigating the moderating effects of eco-centric leadership styles, generational differences among staff, or varying degrees of digital technological integration (Smart Tourism Technology)—would provide a more granular understanding of how environmental passion and eco-behavior are sustained across diverse operational realities.

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